

File:
Diversity



Diversity

Celebrating Our Differences
Embracing Our Similarities



**BlueCross BlueShield
of Florida**

An Independent Licensee of the
Blue Cross and Blue Shield Association



A Changing Marketplace

- Seventy percent of new entrants into the workforce will be women and people of color by the year 2008.
- Every 7.5 seconds, another baby boomer turns 50 years old.
- On average, 15 percent of U.S. citizens speak a first language other than English.
- By 2050, Hispanics will outnumber all other minorities combined and will be one-fourth of the total U.S. population.
- Approximately 40 percent of all people pursuing degrees today are over 40 years of age.
- About one out of ten people in the American workforce is employed under some kind of alternative arrangement other than regular full-time work on a company payroll.
- For the first time in this country's history, there is a four-generation workforce.
- Hispanics have surpassed Blacks as the largest minority in Florida and the U.S. population.

U.S. Census Bureau (2000)

The People Behind Blue

As demographics continue to change in today's marketplace, Blue Cross and Blue Shield of Florida continues to build value by establishing a diverse workforce that mirrors the diversity of our Florida neighbors. Our employees' differences in experiences, opinions, beliefs and skill sets make Blue Cross and Blue Shield of Florida a high-performing organization where employees are empowered to use their full talent, energy and commitment to meet the diverse and ever-changing needs of our members.



Competition for Talent

The health care industry is extremely competitive and requires a high level of excellence in customer service. To better serve our members, Blue Cross and Blue Shield of Florida encourages diversity in recruitment and hiring practices to attract and retain the most qualified candidates. We promote an environment where all employees can grow and develop their talents through advanced education and learning opportunities. Our employees' differences and similarities are valued as an inclusive mixture that strengthens our company.

Our Business Case

Blue Cross and Blue Shield of Florida is embracing diversity for compelling business reasons:

- Full utilization of the workforce;
- Increased performance and productivity;
- Retention of skilled and knowledgeable employees;
- A new marketplace with greater buying power; and
- A more competitive marketplace, both internally and externally.

With approximately 9,000 employees throughout Florida, our employees bring a broad knowledge base to the organization. They are better educated and better prepared than ever before to deliver value to our members. Their different approaches and new ways of thinking enhance our scope of productivity and creativity, ultimately improving our market share and competitive advantage in the health care industry.



Our Commitment to Diversity

We understand that diversity is one of our greatest assets and distinct advantages in today's competitive marketplace. Blue Cross and Blue Shield of Florida fosters a corporate culture that truly values and respects a diverse workforce. The result is employees that better understand a diverse customer base and the value that each brings to our organization.

In January 2001, the Diversity Change Strategy and Consulting Department was created to define diversity as it relates specifically to our corporate culture, to educate all levels of the organization, to manage the diversity process, and to set a strategic direction for the organization that supports our business goals and objectives. Since the inception of the department, it has launched a Diversity Council and support teams to promote diversity awareness and create an all-inclusive work environment.

Blue Cross and Blue Shield of Florida is also a founding member of the First Coast Diversity Council, a council comprised of representatives from companies and organizations in and around the First Coast and North Florida areas. The Council links corporations and the larger community by enabling business groups to share knowledge and information for implementing and developing effective diversity programs.

Getting To The Next Level

Blue Cross and Blue Shield of Florida is committed to achieving excellence in diversity. Our goal is to develop a strong and varied organization that promotes diverse business partnerships, expands our customer base, and attracts and retains the top talent in the market.

We realize diversity is an ongoing process. It must be modified, integrated and institutionalized into our organizational structure. Blue Cross and Blue Shield of Florida will move forward by being smarter and more progressive in responding to the challenges of the next decade. It is crucial to our future business success that we create an environment and culture that values every employee.

"The more than 5 million Floridians we serve come from all backgrounds. We can be most effective in meeting their diverse needs by creating a work environment where all employees feel respected and included. One way we can begin is to make sure our own behavior is respectful of others. Another is to understand and appreciate the value each of us brings to the workplace."

A handwritten signature in white ink, reading "Michael Cascone, Jr." in a cursive script.

**Michael Cascone, Jr.
President and CEO
Blue Cross and Blue Shield of Florida**

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